

Means matching the footprint of Rochester's built environment with its existing and future population

**Highest Vacancy Rate In History** 

Surplus housing stock and infrastructure need to be removed





A ten year, focused investment approach by the City should slow down and level off the rate of occupied housing decline by mid-decade (2015-20)

"Insanity is doing the same thing over and over again and expecting different results."

Albert Einstein

Change the paradigm and adopt a focused investment approach





## Elements of a Focused Investment Approach

- 1. Fix the Basics "One City Rochester";
  - Provide increased Public Safety affordably
  - Facilitate sustainable Economic Development on industrial and commercial corridors (Kodak, Mount Read, viable commercial strips, etc.)
  - Promote reliable, effective, and affordable Public Education
  - Increase customer service satisfaction
- 2. Invest In Neighborhoods on Five Year Rotation Cycles "Focused Investment Strategy";
  - Phase 1 (2009-2014) 4 neighborhoods & Phase 2 (2015-2020)
  - Coordinate FIS program delivery across City Hall Departments
- 3. Brownfield Opportunity Areas (Lyell, Vacuum Oil, & Neighborhood of the Arts);
  - Facilitate Land use planning with immediate community
  - Facilitate remediation and development of priority sites





### Elements of a Focused Investment Approach Continued

- **4.** Waterfront (Lake Ontario, Upper and Lower River, & Canal);
  - Redevelop the Port of Rochester
  - Facilitate trail completion and enhancement
  - Revise LWRP and facilitate water-dependent and enhanced development of priority sites

#### 5. Center City;

- Redevelop "Midtown" and other "Top Ten" Center City locations
- Create a well-defined, accessible open space system and public realm
- Facilitate residential development

#### 6. And **Greening the City**;

- Establish a multi-purpose land-bank program
- Develop and manage a citywide green-infrastructure initiative
- Reduce the dwelling unit vacancy rate from over 12% to 5-7%
- Develop Strategies and hierarchies for the development of green streets





## ROCHESTER, NY FROM BLIGHT TO BRIGHT

## Project Green



## Focused Investment Approach:

FIS Areas

**Project Green Study Areas** 

**Center City** 

**Brownfield Opportunity Areas** 

**LWRRP** Boundary

**Green Collectors** 

**Green Corridors** 





Robert J. Duffy, Mayor City of Rochester, NY



Market Value: \$3,000

**RESTORE NY Demolition Program** 2008-10 400 buildings 32 acres \$6,400,000

**Proposed 5 Phase Right Sizing Project** 588 Buildings 113 acres 40 blocks \$32,103,316

**CIP funded Demolition Program** 2,000 Buildings 160 acres \$32,000,000

Number of Structures City Wide Removed to Achieve 5% Vacancy Rate

> 2988 Total buildings removed 273 acres \$70,503,316

### **Extended Preservation Costs:**

- ■New Roof
- Security
- Structural improvements
- Interior climate stress
- Vandalism



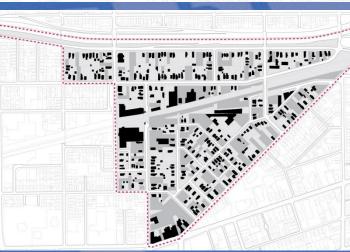


Robert J. Duffy, Mayor City of Rochester, NY

#### ROCHESTER, NY FROM BLIGHT TO BRIGHT

# PROJECT GREEN





This strategy has application for:

- Creating a green amenity,
- 2. Increasing recreational use, and/or
- 3. Development pending future market demand.









Number of Structures City Wide Removed to Achieve 5% Vacancy Rate

Buildings	Acres	Blocks	Capital					
			Funding					
Proposed 5 Phase Right Sizing Project (2010 – 2030)								
588	113	40	\$32,103,316					
Current City Wide (CIP funded) Demolition Program - Building &								
Acreage Totals (2008 - 2030)								
2,000	160	NA	\$32,000,000					
Current City Wide (RESTORE NY) Demolition Program - Building &								
Acreage Totals (2008-10)								
400	32	NA	\$6,400,000					
Total buildings removed 2,988	273	NA	\$70,503,316					





### Capital Costs vs. Tax Levy

Project Green - 5 Phases Financed Over 15 Years Each, Staggered Over 30 Years	% Increase	Annual Increase in Homestead Assessed Value Over Base Year		Annual Increase in Homestead Tax Levy	
Year I - 3	1.0%	\$	30,620,339	\$	195,928
Year 4 - 7	3.5%	\$	107,171,186	\$	685,748
Year 8 - 11	6.0%	\$	183,722,033	\$	1,175,567
Year 12 - 15	8.5%	\$	260,272,880	\$	1,665,387
Year 28 - 31	18.5%	\$	566,476,269	\$	3,624,666
Average Annual CIP Allocation Over 19 years				\$	1,689,648
Total CIP Allocation					32,103,316
Average Debt Service / Year staggered over 30 years				\$_	1,395,796
Total Debt Service over 30 Years				\$_	44,912,539
Total Increase In Homestead Tax Levy over 30 Years			\$	45,847,127	





#### ROCHESTER, NY FROM BLIGHT TO BRIGHT

## Project Green

### **Green Infrastructure Options: Urban Agriculture & Community Gardens**







































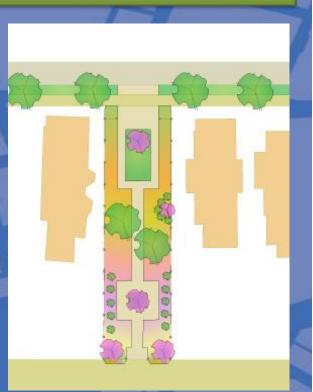






Robert J. Duffy, Mayor City of Rochester, NY

Vacant land management transforms neglect to assets using short & long term strategies











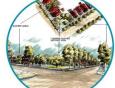
























energy generation







### Recommendations

- 1. Establish and fund a multi-purpose land-bank program to green the city by strategically decommissioning surplus public infrastructure, acquiring abandoned properties (e.g., tax-delinquent or seriously blighted sites), and relocation of households within distressed neighborhoods by removing from the housing inventory 2000 dwelling units in a strategic block by block clearance of all structures in order to reestablish a functioning housing market. The purpose of that land-bank would be to control and coordinate redevelopment for:
  - Economic Development Industrial, Manufacturing, & Commercial;
  - Community Development Housing;
  - Environmental Justice Brownfield, Parks, Etc.
  - Private Dispositions For Profit, Not-For-Profit, Individuals; and
  - Long Term Green Infrastructure Development & Management.





### Recommendations Continued

- 2. Develop and manage a citywide green-infrastructure initiative that acquires, assembles, and reuses vacant properties for open space, parks, green ways community gardens, and urban agriculture. Increase the budget for City maintenance of vacant land; as well as fund the not-for-profit partners and community gardeners willing to assist in beautifying our city.
- 3. Create a Community Garden and Environmental Education division in the City of Rochester Recreation and Youth Services Department.
- 4. Empower residents and property owners to design a network of neighborhood reinvestment plans that will stabilize residential and commercial properties in neighborhoods that have sustained the most decay.





### **Recommendations** Continued

- 5. Form an advisory group of local experts, similar to the housing market advisory group, to research and recommend a right sizing greening policy. If necessary, retain a consultant group to facilitate research and policy formation.
- 6. Continue the "Project Green Infrastructure Task Force to assist the Advisory Group with implementation.

### **Next Steps**

- Advise Council
- Community Outreach
- Design Pilot Project (first eight blocks phase 1)
- Develop Budget
- •Implement Pilot Project in 2010/11



